

*Our Mission: Delivering excellent public services that address our community's needs and enhance our quality of life*

## **ECONOMIC DEVELOPMENT GOALS**

- **Allocate County Government resources in support of activities that increase and diversify jobs and incomes while eliminating socio-economic disparities in underserved areas**
- **Lead the coordination of economic development activities throughout Miami-Dade County**
- **Expand entrepreneurial development opportunities within Miami-Dade County**
- **Create a more business-friendly environment in Miami-Dade County**

### **Priority Key Outcomes**

- Increased number of businesses and employment opportunities in higher-paying, targeted industries
- Increased number of county residents with the job skills to achieve economic self-sufficiency
- Increased number of low to moderate income homeowners
- Coordinated and effective economic and community development programs
- Proactive involvement of communities in economic development efforts
- Organizations empowered with the technical and management capacity to succeed
- Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas
- Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County

Economic Development		
<p align="center"><b>Mission Statement</b></p> <p><i>"To expand and further diversify Miami-Dade County's economy and employment opportunities, by promoting, coordinating, and implementing economic revitalization activities that reduce socio-economic disparity and improve the quality of life of all residents."</i></p>		
DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/ KEY PERFORMANCE INDICATOR(S)
Increased number of businesses and employment opportunities in higher-paying, targeted industries (priority outcome)	<ul style="list-style-type: none"> <li>▪ Provide and enhance performance-based incentives to local targeted industries.</li> <li>▪ Provide relief from impact and permit fees and postpone fee payment until loan closing for those projects that meet job creation, business development, and industry selective criteria as specified by the County.</li> <li>▪ Coordinate with the Beacon Council &amp; other agencies to promote growth in targeted industries (including coordination with Greater Miami Convention and Visitors Bureau on updating the tourism master plan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ New businesses and jobs related to incentives / coordinated effort to promote growth in T.I.s (refine with the Beacon Council)</li> </ul>
Increased number of county residents with the job skills to achieve economic self-sufficiency (priority outcome)	<ul style="list-style-type: none"> <li>▪ Coordinate with Health and Human Services Strategic Area to expand community employment training programs, including effective training programs for youth</li> <li>▪ Expand community employment training programs</li> <li>▪ Enhance services to low income residents seeking to achieve economic self-sufficiency</li> <li>▪ Compile comprehensive report on all youth employment and entrepreneurship programs for annual distribution at MDCPS</li> <li>▪ Establish County links to online job banks</li> <li>▪ Coordinate with private enterprise to maximize opportunities in the private sector</li> </ul>	<ul style="list-style-type: none"> <li>▪ 75% successful placement of training program participants in employment within three years</li> <li>▪ 500 more youths participating in employment and entrepreneurship programs within 2 years</li> <li>▪ Ten (10) percent of low income residents seeking to achieve economic self-sufficiency remaining self-sufficient, in accordance with Community Service Block Grant (CSBG) guidelines, after five (5) years</li> </ul>

Increased number of low to moderate income homeowners (priority outcome)	<ul style="list-style-type: none"> <li>▪ Continue providing low interest loans, down payments and closing cost assistance to low and moderate income home buyers</li> <li>▪ Continue to provide low interest construction financing and incentives to developers of affordable housing</li> <li>▪ Continue partnerships with local lenders and intermediaries to facilitate homeownership opportunities for low and moderate income homebuyers and protect these buyers against predatory lending practices</li> <li>▪ Pursue additional revenue sources to fund the County's affordable housing programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ 500 new loans to low and moderate income persons closed per year</li> </ul>
Increased international commerce	<ul style="list-style-type: none"> <li>▪ Enhance and maintain the physical infrastructure to facilitate increased cargo movements through our ports (Coordinate with Transportation Strategic Area)</li> <li>▪ Coordinate with Airport and Seaport to promote international commerce through Sister Cities programs, etc.</li> <li>▪ Coordinate promotional strategies for Miami-Dade County with the Beacon Council</li> <li>▪ Provide incentives to businesses to pursue international commerce</li> </ul>	<ul style="list-style-type: none"> <li>▪ 20% increase in international cargo tonnage over 4 years</li> </ul>
Identification of emerging targeted industries	<ul style="list-style-type: none"> <li>▪ Conduct periodic reviews to identify additional appropriate targeted industries</li> <li>▪ Coordinate with State and Federal agencies to develop assistance/programs to access jobs related to Everglades restoration</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in number of jobs related to Everglades and other environmental restoration projects</li> </ul>
Greater cultural appeal of Miami-Dade County for businesses	<ul style="list-style-type: none"> <li>▪ Create a capacity to attract national and international recreational and cultural events</li> <li>▪ Identify and promote cultural and recreational events and programs that make an area attractive to businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ 80% of businesses rating Miami-Dade County as a culturally attractive area within 3 years</li> </ul>
Resource maximization based on leveraging federal, state and other funds	<ul style="list-style-type: none"> <li>▪ Better coordinate economic development grant writing and appropriations across County departments to leverage resources</li> <li>▪ Coordinate communication with and education of elected officials at all levels</li> </ul>	<ul style="list-style-type: none"> <li>▪ 5% annual increase in number of new dollars generated for economic development programs</li> </ul>
Enhanced public reporting regarding funded activities	<ul style="list-style-type: none"> <li>▪ Improve communication to the public regarding all economic development target area/focus area programs</li> <li>▪ Strengthen performance standards and monitoring for funded activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ 100% of programs with published evaluation systems within 3 years</li> </ul>
Improved access to capital for small and minority businesses linked to meaningful technical assistance	<ul style="list-style-type: none"> <li>▪ Establish comprehensive approach to link training and technical assistance to financing for small and minority businesses</li> <li>▪ Coordinate loan and venture capital programs that are structured to address requirements of small and medium size businesses, with emphasis on equity</li> <li>▪ Establish micro and small business mentorship program linked to the Greater Miami Chamber of Commerce</li> </ul>	<ul style="list-style-type: none"> <li>▪ 40% of businesses trained subsequently receiving funding within 3 years</li> </ul>

Coordinated and effective economic and community development programs (priority outcome)	<ul style="list-style-type: none"> <li>Consolidate economic development planning into one unified, proactive structure</li> <li>Establish system to track economic development plan implementation</li> <li>Establish public-private partnerships to promote economic development</li> <li>Coordinate and streamline internal fund distribution system</li> <li>Maximizing coordination with all municipalities, identify areas and industries where the County's assistance should be directed through a yearly review</li> <li>Distribute County funds based on pre-established criteria including agency performance</li> </ul>	<ul style="list-style-type: none"> <li>Annual increase in number of economic and community development projects completed</li> <li>Annual increase in number of jobs created in the community from economic and community development projects</li> <li>100% of funds distributed within programmatic budget cycle, within 3 years</li> </ul>
Proactive involvement of communities in economic development efforts (priority outcome)	<ul style="list-style-type: none"> <li>Liaise with local Community Development Coalitions</li> <li>Liaise with local municipal economic development departments</li> <li>Determine current and future potential business opportunities in neighborhoods and communities throughout the County</li> <li>Match identified needs with available resources</li> <li>Determine gaps that provide potential for business development</li> </ul>	<ul style="list-style-type: none"> <li>80% of residents satisfied with community involvement process within 2 years</li> <li>100% of projects/programs having mechanism for community involvement within 3 years</li> </ul>
Better informed clients served by various assistance programs	<ul style="list-style-type: none"> <li>Require Community Development Corporations to provide consumer and credit education</li> <li>Provide consumer and credit education information on County television and web site</li> <li>Expand existing consumer education programs in County departments</li> </ul>	<ul style="list-style-type: none"> <li>20% increase in clients reached by consumer/credit education programs within 3 years</li> </ul>
Maximization of living wage opportunities for all Miami-Dade County residents	<ul style="list-style-type: none"> <li>Advocate among state, federal and municipal entities operating in Miami-Dade County for living wage standards, etc.</li> <li>Promote the benefits of living wages, etc. to the business community at large</li> </ul>	<ul style="list-style-type: none"> <li>Increase in percentage of individuals earning a living wage in Miami-Dade County</li> </ul>
Organizations empowered with the technical and management capacity to succeed (priority outcome)	<ul style="list-style-type: none"> <li>Increase education, training and technical assistance programs to business organizations by enhancing the capacity of the enterprise community center to support the required education and training</li> <li>Develop the Enterprise Community Center as single point of contact for all business development and support</li> <li>Provide regular, ongoing workshops throughout the community</li> <li>Evaluate, rank and enhance the ability of County-funded agencies to meet education and training needs</li> <li>Promote the availability of education, training and technical assistance programs for business organizations</li> <li>Define minimum program requirements to provide basic entrepreneurial skills</li> </ul>	<ul style="list-style-type: none"> <li>20 existing and start-up businesses and agencies trained by the County per year that remain in business after two years</li> </ul>

Increase in start-ups of new businesses	<ul style="list-style-type: none"> <li>▪ Evaluate new business incubator needs and determine criteria for promotion out of the program</li> <li>▪ Promote incubators for new business development (space, management, etc.) regionally throughout the County</li> </ul>	<ul style="list-style-type: none"> <li>▪ 10 new incubated businesses that survive at least 2 years</li> </ul>
Higher leveraging of County programs' financial resources with private sector financing	<ul style="list-style-type: none"> <li>▪ Enhance and promote County-driven loan guarantee programs that would contribute to reducing the financial risk to private sector financing entities</li> </ul>	<ul style="list-style-type: none"> <li>▪ 10% increase in the number and dollar amount of mortgage and business loans in minority and other at-risk communities</li> </ul>
Improved infrastructure and redevelopment to attract businesses to underserved and distressed areas (priority outcome)	<ul style="list-style-type: none"> <li>▪ Develop a Countywide infrastructure plan, including streets and highways, water and sewer capacity, drainage, fire flow and high technology with a focus on existing, identified economic development areas</li> <li>▪ Identify necessary funding strategy to fully implement the plan</li> <li>▪ Facilitate adequate supplies of residential, commercial and industrial land</li> <li>▪ Identify and improve aesthetics in neglected areas (<i>Coordinate with Neighborhood and Unincorporated Area Municipal Services strategic area</i>)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of Countywide infrastructure, land supply and affordable housing plan within one year</li> </ul>
Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (priority outcome)	<ul style="list-style-type: none"> <li>▪ Use technology to provide ease of access</li> <li>▪ Review existing regulations for bottlenecks</li> <li>▪ Provide information and benchmarks to the community regarding the performance of County regulatory processes as compared to other jurisdictions</li> <li>▪ Facilitate entities doing business with Miami-Dade County</li> <li>▪ Implement customer service training for County economic development agencies</li> <li>▪ Enhance access to business development services (e.g. certification, registration, licensing, etc.) at government facilities including Team Metro offices</li> </ul>	<ul style="list-style-type: none"> <li>▪ 80% of businesses satisfied or very satisfied with the County's business processes within 2 years</li> </ul>